

Convention & Visitor Bureaus Report FY 2012 Q1

Plan Status 1.0: Turning the Montana Tourism and recreation Vision into reality

Review Status Symbols Legend

First Column:

Strategy Status: ★ Ahead of Plan ○ On Track ⊗ Behind Plan ● Off Track ➡ Change

Tactic Start Status: ○ Started on Time ⊗ Started Late ● Incomplete

Second Column:

Strategy Trend: ↑ Getting Better → Staying the Same ↓ Getting Worse

Tactic Current Status: ○ On Track ⊗ Behind Plan ● Off Track

Third Column:

Strategy Future Concern: L Low Concern M Medium Concern H High Concern

Tactic Final Status: ○ Completed on Time ⊗ Completed Late ● Incomplete

✓ Completed ⏸ On Hold ✗ Cancelled

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.1.8: Big Sky CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Marne Hayes	?	?	?
1.1.1.1.8.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Marne Hayes	?	?	
1.1.1.1.9: Billings CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Joan Kronebusch	★	➡	L
1.1.1.1.9.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Joan Kronebusch	○	○	
1.1.1.1.9.4: With the creation of the Billings TBID we have more funds for public and private partnerships.	Tactic	Joan Kronebusch	○	○	
1.1.1.1.10: Bozeman CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	✓	Jim Robbins	?	?	?
1.1.1.1.11: Butte CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Cindy Perdue Dolan	?	?	?
1.1.1.1.11.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.1.11.4: Philipsburgh, Gold West and the Butte CVB is cooping on a television campaign to 1.2 mil. households in Spokane, Id, NW Mt and Wash. Arranging the coop and production started in 11/08 with the the ads running 7/09 to 7/10.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.1.11.5: I approached the local attractions about joining forces to sell one ticket to all attractions. It is called the Adventure pass. The att. all offered a discount of at least 30% and the CVB put it together, printing the passes and marketing them.	Tactic	Cindy Perdue Dolan			✓
1.1.1.1.12: Flathead CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Diane Medler			✓
1.1.1.1.12.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Diane Medler			✓
1.1.1.1.13: Great Falls CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Miriam Martinson	?	?	?
1.1.1.1.13.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Miriam Martinson	●	?	
1.1.1.1.14: Helena CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Mike Mergenthaler	?	?	?
1.1.1.1.14.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Mike Mergenthaler	?	?	
1.1.1.1.15: Miles City CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	John Laney	?	?	?
1.1.1.1.15.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	John Laney	○	?	
1.1.1.1.16: Missoula CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.	○	Barbara Ann Neilan	?	?	?

















Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.1.16.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.1.17: West Yellowstone CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.		Marysue Costello	?	?	?
1.1.1.1.17.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Marysue Costello			✓
1.1.1.1.17.2: Expand public-private partnerships for product development and maintenance	Tactic	Marysue Costello			✓
1.1.1.1.17.3: Garner private support to maintain & expand cross country ski, snowshoe & snowmobile trail systems.	Tactic	Marysue Costello			✓
1.1.1.1.18: Whitefish CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.		Jan Metzmaker	★	↑	L
1.1.1.1.18.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Jan Metzmaker		?	
1.1.1.1.19: Havre CVB expand public-private marketing partnerships with tourism businesses and attractions in publicity, web marketing, advertising, publications, and other promotions.		Debbie A Vandenberg	?	?	?
1.1.1.1.19.1: Leverage public and private marketing investments to expand Montana's reach, penetrate new markets, and improve marketing effectiveness with a consistent message and brand.	Tactic	Debbie A Vandenberg	?	?	
1.1.1.2.8: Big Sky CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Marne Hayes	?	?	?
1.1.1.2.8.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Marne Hayes		?	
1.1.1.2.8.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Marne Hayes			✗
1.1.1.2.9: Billings CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Joan Kronebusch		→	✓
1.1.1.2.9.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Joan Kronebusch		⊗	
1.1.1.2.9.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Joan Kronebusch			
1.1.1.2.10: Bozeman CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Jim Robbins			✓
1.1.1.2.10.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Jim Robbins			✓
1.1.1.2.10.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Jim Robbins			✓
1.1.1.2.10.3: Increase nonresident visitation in winter season (Q1) by 15% by 2012.	Tactic	Jim Robbins			✓
1.1.1.2.11: Butte CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Cindy Perdue Dolan	?	?	?
1.1.1.2.11.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.2.11.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.2.11.5: Joint Venture with Travel MT with madden winter insert. then market to the leads generated from this insert.	Tactic	Cindy Perdue Dolan			✓
1.1.1.2.12: Flathead CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Diane Medler			✓
1.1.1.2.12.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Diane Medler			✓
1.1.1.2.12.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Diane Medler		?	
1.1.1.2.13: Great Falls CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Miriam Martinson	?	?	?
1.1.1.2.13.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Miriam Martinson	?	?	
1.1.1.2.13.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Miriam Martinson	?	?	
1.1.1.2.14: Helena CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Mike Mergenthaler	?	?	?
1.1.1.2.14.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Mike Mergenthaler	?	?	
1.1.1.2.14.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Mike Mergenthaler	?	?	
1.1.1.2.15: Miles City CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		John Laney	?	?	?
1.1.1.2.15.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	John Laney	?	?	
1.1.1.2.15.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	John Laney	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.2.16: Missoula CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Barbara Ann Neilan	?	?	?
1.1.1.2.16.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.2.16.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.2.17: West Yellowstone CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Marysue Costello	?	?	?
1.1.1.2.17.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Marysue Costello			✓
1.1.1.2.17.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Marysue Costello			✓
1.1.1.2.18: Whitefish CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Jan Metzmaker	★	↑	L
1.1.1.2.18.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Jan Metzmaker		?	
1.1.1.2.18.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Jan Metzmaker		?	
1.1.1.2.19: Havre CVB continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a "snow experience".		Debbie A Vandenberg			✗
1.1.1.2.19.1: Based on market research, accentuate images and messages that appeal to each winter target market segment.	Tactic	Debbie A Vandenberg	?	?	
1.1.1.2.19.2: Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana's winter web site: www.wintermt.com.	Tactic	Debbie A Vandenberg	?	?	
1.1.1.3.7: Big Sky CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Marne Hayes	?	?	?
1.1.1.3.7.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Marne Hayes	?	?	
1.1.1.3.7.2: Report bookings received by Montana industry participants.	Tactic	Marne Hayes	?	?	
1.1.1.3.8: Billings CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Joan Kronebusch	⊗	→	L
1.1.1.3.8.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Joan Kronebusch		⊗	
1.1.1.3.8.2: Report bookings received by Montana industry participants.	Tactic	Joan Kronebusch			✗
1.1.1.3.9: Bozeman CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Jim Robbins			✗
1.1.1.3.9.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Jim Robbins	●	?	
1.1.1.3.9.2: Report bookings received by Montana industry participants.	Tactic	Jim Robbins			✓
1.1.1.3.9.3: Cooperative travel show presentation	Tactic	Jim Robbins	?	?	
1.1.1.3.10: Butte CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Cindy Perdue Dolan	?	?	?
1.1.1.3.10.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.3.10.2: Report bookings received by Montana industry participants.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.3.11: Flathead CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Diane Medler			✓
1.1.1.3.11.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Diane Medler			✓
1.1.1.3.11.2: Report bookings received by Montana industry participants.	Tactic	Diane Medler			✗
1.1.1.3.12: Great Falls CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Miriam Martinson			☹
1.1.1.3.12.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Miriam Martinson			✗
1.1.1.3.12.2: Report bookings received by Montana industry participants.	Tactic	Miriam Martinson			✗
1.1.1.3.13: Helena CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Mike Mergenthaler	?	?	?
1.1.1.3.13.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Mike Mergenthaler	?	?	
1.1.1.3.13.2: Report bookings received by Montana industry participants.	Tactic	Mike Mergenthaler	?	?	
1.1.1.3.14: Miles City CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		John Laney	?	?	?
1.1.1.3.14.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	John Laney	?	?	
1.1.1.3.14.2: Report bookings received by Montana industry participants.	Tactic	John Laney	?	?	
1.1.1.3.15: Missoula CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Barbara Ann Neilan	?	?	?
1.1.1.3.15.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.3.15.2: Report bookings received by Montana industry participants.	Tactic	Barbara Ann Neilan	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.3.16: West Yellowstone CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Marysue Costello	?	?	?
1.1.1.3.16.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Marysue Costello			✓
1.1.1.3.16.2: Report bookings received by Montana industry participants.	Tactic	Marysue Costello			✗
1.1.1.3.17: Whitefish CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Jan Metzmaker	?	?	?
1.1.1.3.17.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Jan Metzmaker			✓
1.1.1.3.17.2: Report bookings received by Montana industry participants.	Tactic	Jan Metzmaker			✗
1.1.1.3.18: Havre CVB attend consumer travel shows that target specific high value, low impact markets. Disseminate show information to tourism/recreation partners (private, nonprofit, tribal).		Debbie A Vandeberg			⌚
1.1.1.3.18.1: Coordinate a Montana presence at shows among regions, CVBs, businesses and attractions, and share leads.	Tactic	Debbie A Vandeberg	?	?	
1.1.1.3.18.2: Report bookings received by Montana industry participants.	Tactic	Debbie A Vandeberg	?	?	
1.1.1.5.8: Big Sky CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Marne Hayes	?	?	?
1.1.1.5.8.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Marne Hayes	?	?	
1.1.1.5.8.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Marne Hayes	?	?	
1.1.1.5.8.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Marne Hayes	?	?	
1.1.1.5.8.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Marne Hayes			✓
1.1.1.5.8.5: Report results of research to Strategic Plan stakeholders.	Tactic	Marne Hayes			✗
1.1.1.5.9: Billings CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Joan Kronebusch	?	?	?
1.1.1.5.9.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Joan Kronebusch		?	
1.1.1.5.9.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Joan Kronebusch		?	
1.1.1.5.9.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Joan Kronebusch		?	
1.1.1.5.9.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Joan Kronebusch		?	
1.1.1.5.9.5: Report results of research to Strategic Plan stakeholders.	Tactic	Joan Kronebusch		?	
1.1.1.5.10: Bozeman CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Jim Robbins	?	?	?
1.1.1.5.10.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Jim Robbins			✓
1.1.1.5.10.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Jim Robbins			✓
1.1.1.5.10.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Jim Robbins		?	
1.1.1.5.10.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Jim Robbins			✓
1.1.1.5.10.5: Report results of research to Strategic Plan stakeholders.	Tactic	Jim Robbins			✓
1.1.1.5.11: Butte CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Cindy Perdue Dolan	?	?	?
1.1.1.5.11.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.5.11.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.5.11.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.5.11.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.5.11.5: Report results of research to Strategic Plan stakeholders.	Tactic	Cindy Perdue Dolan	?	?	
1.1.1.5.12: Flathead CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Diane Medler			✓
1.1.1.5.12.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Diane Medler			✓
1.1.1.5.12.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Diane Medler			✗
1.1.1.5.12.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Diane Medler			✗
1.1.1.5.12.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Diane Medler			✗

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.5.12.5: Report results of research to Strategic Plan stakeholders.	Tactic	Diane Medler			X
1.1.1.5.13: Great Falls CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Miriam Martinson	?	?	?
1.1.1.5.13.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Miriam Martinson		?	
1.1.1.5.13.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Miriam Martinson			X
1.1.1.5.13.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Miriam Martinson			X
1.1.1.5.13.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Miriam Martinson		?	
1.1.1.5.13.5: Report results of research to Strategic Plan stakeholders.	Tactic	Miriam Martinson		?	
1.1.1.5.14: Helena CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Mike Mergenthaler	?	?	?
1.1.1.5.14.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Mike Mergenthaler	?	?	
1.1.1.5.14.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Mike Mergenthaler	?	?	
1.1.1.5.14.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Mike Mergenthaler	?	?	
1.1.1.5.14.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Mike Mergenthaler	?	?	
1.1.1.5.14.5: Report results of research to Strategic Plan stakeholders	Tactic	Mike Mergenthaler	?	?	
1.1.1.5.15: Miles City CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		John Laney	?	?	?
1.1.1.5.15.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	John Laney	?	?	
1.1.1.5.15.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	John Laney	?	?	
1.1.1.5.15.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	John Laney	?	?	
1.1.1.5.15.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	John Laney	?	?	
1.1.1.5.15.5: Report results of research to Strategic Plan stakeholders	Tactic	John Laney	?	?	
1.1.1.5.16: Missoula CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Barbara Ann Neilan	?	?	?
1.1.1.5.16.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.5.16.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.5.16.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.5.16.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Barbara Ann Neilan	?	?	
1.1.1.5.16.5: Report results of research to Strategic Plan stakeholders.	Tactic	Barbara Ann Neilan	?	?	
1.1.1.5.17: West Yellowstone CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Marysue Costello	?	?	?
1.1.1.5.17.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Marysue Costello			✓
1.1.1.5.17.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Marysue Costello			✓
1.1.1.5.17.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Marysue Costello			✓
1.1.1.5.17.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Marysue Costello			✓
1.1.1.5.17.5: Report results of research to Strategic Plan stakeholders.	Tactic	Marysue Costello			✓
1.1.1.5.18: Whitefish CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Jan Metzmaker		?	?
1.1.1.5.18.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Jan Metzmaker		?	
1.1.1.5.18.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Jan Metzmaker		?	
1.1.1.5.18.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Jan Metzmaker		?	
1.1.1.5.18.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Jan Metzmaker			✓
1.1.1.5.18.5: Report results of research to Strategic Plan stakeholders.	Tactic	Jan Metzmaker			✓
1.1.1.5.19: Havre CVB enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts.		Debbie A Vandenberg	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.1.5.19.1: Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest.	Tactic	Debbie A Vandeberg	?	?	
1.1.1.5.19.2: Pool state, region, local funds, databases to conduct ad conversion research, or use other online survey tools to determine characteristics, spending, decision-making habits of potential/converted MT travelers, and ROI of marketing efforts.	Tactic	Debbie A Vandeberg	?	?	
1.1.1.5.19.3: Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.	Tactic	Debbie A Vandeberg	?	?	
1.1.1.5.19.4: Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).	Tactic	Debbie A Vandeberg	?	?	
1.1.1.5.19.5: Report results of research to Strategic Plan stakeholders.	Tactic	Debbie A Vandeberg	?	?	
1.1.2.1.1: Big Sky CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Marne Hayes	?	?	?
1.1.2.1.1.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	Tactic	Marne Hayes	?	?	
1.1.2.1.1.2: Update appropriate listings on Montanameetings.com.	Tactic	Marne Hayes	?	?	
1.1.2.1.1.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	Tactic	Marne Hayes	?	?	
1.1.2.1.2: Billings CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Joan Kronebusch	?	?	?
1.1.2.1.2.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	Tactic	Joan Kronebusch		?	
1.1.2.1.2.2: Update appropriate listings on montanameetings.com.	Tactic	Joan Kronebusch		?	
1.1.2.1.2.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	Tactic	Joan Kronebusch		?	
1.1.2.1.3: Bozeman CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Jim Robbins	?	?	?
1.1.2.1.3.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	Tactic	Jim Robbins		?	
1.1.2.1.3.2: Update appropriate listings on montanameetings.com.	Tactic	Jim Robbins			
1.1.2.1.3.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	Tactic	Jim Robbins			
1.1.2.1.4: Butte CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Cindy Perdue Dolan	?	?	?
1.1.2.1.4.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	Tactic	Cindy Perdue Dolan	?	?	
1.1.2.1.4.2: Update appropriate listings on montanameetings.com.	Tactic	Cindy Perdue Dolan	?	?	
1.1.2.1.4.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	Tactic	Cindy Perdue Dolan	?	?	
1.1.2.1.5: Flathead CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Diane Medler			
1.1.2.1.5.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	Tactic	Diane Medler			
1.1.2.1.5.2: Update appropriate listings on montanameetings.com.	Tactic	Diane Medler			
1.1.2.1.5.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	Tactic	Diane Medler			
1.1.2.1.6: Great Falls CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Miriam Martinson	?	?	?
1.1.2.1.6.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	Tactic	Miriam Martinson	?	?	
1.1.2.1.6.2: Update appropriate listings on montanameetings.com.	Tactic	Miriam Martinson	?	?	
1.1.2.1.6.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	Tactic	Miriam Martinson	?	?	
1.1.2.1.7: Helena CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Mike Mergenthaler	?	?	?
1.1.2.1.7.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	Tactic	Mike Mergenthaler	?	?	
1.1.2.1.7.2: Update appropriate listings on montanameetings.com.	Tactic	Mike Mergenthaler	?	?	
1.1.2.1.7.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	Tactic	Mike Mergenthaler	?	?	
1.1.2.1.8: Miles City CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		John Laney	?	?	?
1.1.2.1.8.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	Tactic	John Laney	?	?	
1.1.2.1.8.2: Update appropriate listings on montanameetings.com.	Tactic	John Laney	?	?	
1.1.2.1.8.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	Tactic	John Laney	?	?	
1.1.2.1.9: Missoula CVB amplify targeted sales and marketing to attract groups, meetings, and		Barbara Ann Neilan	?	?	?

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conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).					
1.1.2.1.9.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.1.9.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.1.9.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.1.10: West Yellowstone CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to MT, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Marysue Costello	?	?	?
1.1.2.1.10.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Marysue Costello			✓
1.1.2.1.10.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Marysue Costello			✓
1.1.2.1.10.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Marysue Costello			✓
1.1.2.1.11: Whitefish CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Jan Metzmaker	?	?	?
1.1.2.1.11.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Jan Metzmaker		?	
1.1.2.1.11.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Jan Metzmaker			✗
1.1.2.1.11.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Jan Metzmaker			✗
1.1.2.1.12: Havre CVB amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, using standards and resources of the Destination Marketing Association International (DMAI) and/or the Western Association of CVBs (WACVB).		Debbie A Vandenberg			
1.1.2.1.12.1: Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.2.1.12.2: Update appropriate listings on montanameetings.com.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.2.1.12.3: Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.1.2.2.8: Big Sky CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Marne Hayes	?	?	?
1.1.2.2.8.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.2.8.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.2.9: Billings CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Joan Kronebusch	?	?	?
1.1.2.2.9.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Joan Kronebusch		?	
1.1.2.2.9.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Joan Kronebusch		?	
1.1.2.2.10: Bozeman CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Jim Robbins	?	?	?
1.1.2.2.10.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Jim Robbins		?	
1.1.2.2.10.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Jim Robbins		?	
1.1.2.2.11: Butte CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Cindy Perdue Dolan	?	?	?
1.1.2.2.11.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Cindy Perdue Dolan			✓
1.1.2.2.11.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Cindy Perdue Dolan		?	
1.1.2.2.12: Flathead CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Diane Medler			✓
1.1.2.2.12.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Diane Medler			✓
1.1.2.2.12.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Diane Medler			✓
1.1.2.2.13: Great Falls CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Miriam Martinson	?	?	?
1.1.2.2.13.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Miriam Martinson		?	
1.1.2.2.13.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.2.2.14: Helena CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Mike Mergenthaler	?	?	?
1.1.2.2.14.1: Identify opportunities to use existing facilities to host sports competitions (stadiums,	<i>Tactic</i>	Mike Mergenthaler	?	?	

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general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).					
1.1.2.2.14.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.2.2.15: Miles City CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		John Laney	?	?	?
1.1.2.2.15.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	John Laney	?	?	
1.1.2.2.15.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	John Laney	?	?	
1.1.2.2.16: Missoula CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Barbara Ann Neilan	?	?	?
1.1.2.2.16.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.2.16.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.2.17: West Yellowstone CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Marysue Costello	?	?	?
1.1.2.2.17.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Marysue Costello			✓
1.1.2.2.17.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Marysue Costello			✓
1.1.2.2.18: Whitefish CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Jan Metzmaker	?	?	?
1.1.2.2.18.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Jan Metzmaker			✗
1.1.2.2.18.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Jan Metzmaker			✗
1.1.2.2.19: Havre CVB work with local sports groups/clubs to attract regional and national sports competitions in off-peak seasons.		Debbie A Vandeberg	?	?	?
1.1.2.2.19.1: Identify opportunities to use existing facilities to host sports competitions (stadiums, general aviation airports, rodeo arenas, rural roads/trails, lakes, bowling alleys, ball fields, golf courses, downhill/XC ski facilities, etc.).	<i>Tactic</i>	Debbie A Vandeberg	?	?	
1.1.2.2.19.2: Work with local sports clubs to contact sports associations or federations and explore possibilities for events to be hosted in Montana.	<i>Tactic</i>	Debbie A Vandeberg	?	?	
1.1.2.4.8: Big Sky CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Marne Hayes	?	?	?
1.1.2.4.8.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.4.8.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.4.8.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.2.4.9: Billings CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Joan Kronebusch			🔄
1.1.2.4.9.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Joan Kronebusch		?	
1.1.2.4.9.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Joan Kronebusch		?	
1.1.2.4.9.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Joan Kronebusch		?	
1.1.2.4.10: Bozeman CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Jim Robbins	?	?	?
1.1.2.4.10.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Jim Robbins		?	
1.1.2.4.10.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Jim Robbins		?	
1.1.2.4.10.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Jim Robbins		?	
1.1.2.4.11: Butte CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Cindy Perdue Dolan	?	?	?
1.1.2.4.11.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.1.2.4.11.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.1.2.4.11.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.1.2.4.12: Flathead CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Diane Medler	?	?	?
1.1.2.4.12.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Diane Medler			✓
1.1.2.4.12.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Diane Medler			✓
1.1.2.4.12.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	<i>Tactic</i>	Diane Medler		?	
1.1.2.4.13: Great Falls CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Miriam Martinson	?	?	?
1.1.2.4.13.1: Disseminate leads and industry trend information to tourism businesses and attractions.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.2.4.13.2: Conduct publicity workshops for tourism businesses and attractions.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.2.4.13.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets	<i>Tactic</i>	Miriam Martinson	?	?	

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and seasons.					
1.1.2.4.14: Helena CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Mike Mergenthaler	?	?	?
1.1.2.4.14.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Mike Mergenthaler	?	?	
1.1.2.4.14.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Mike Mergenthaler	?	?	
1.1.2.4.14.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Mike Mergenthaler	?	?	
1.1.2.4.15: Miles City CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		John Laney	?	?	?
1.1.2.4.15.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	John Laney	?	?	
1.1.2.4.15.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	John Laney	?	?	
1.1.2.4.15.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	John Laney	?	?	
1.1.2.4.16: Missoula CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Barbara Ann Neilan	?	?	?
1.1.2.4.16.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Barbara Ann Neilan	?	?	
1.1.2.4.16.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Barbara Ann Neilan	?	?	
1.1.2.4.16.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Barbara Ann Neilan	?	?	
1.1.2.4.17: West Yellowstone CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Marysue Costello	?	?	?
1.1.2.4.17.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Marysue Costello			✓
1.1.2.4.17.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Marysue Costello			✓
1.1.2.4.17.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Marysue Costello			✓
1.1.2.4.18: Whitefish CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Jan Metzmaker	★	↑	L
1.1.2.4.18.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Jan Metzmaker		?	
1.1.2.4.18.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Jan Metzmaker			✗
1.1.2.4.18.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Jan Metzmaker			✓
1.1.2.4.19: Havre CVB target travel media to increase the visibility of Montana as a leisure travel destination. Proactively pitch Montana press releases and story ideas to travel media.		Debbie A Vandeberg	?	?	?
1.1.2.4.19.1: Disseminate leads and industry trend information to tourism businesses and attractions.	Tactic	Debbie A Vandeberg	?	?	
1.1.2.4.19.2: Conduct publicity workshops for tourism businesses and attractions.	Tactic	Debbie A Vandeberg	?	?	
1.1.2.4.19.3: Coordinate a publicity strategy with private/nonprofit partners, based on target markets and seasons.	Tactic	Debbie A Vandeberg	?	?	
1.1.2.5.8: Big Sky CVB to target tour operators to bring group tours and packaged vacations to Montana.		Marne Hayes	?	?	?
1.1.2.5.8.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Marne Hayes	?	?	
1.1.2.5.8.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Marne Hayes	?	?	
1.1.2.5.9: Billings CVB to target tour operators to bring group tours and packaged vacations to Montana.		Joan Kronebusch	?	?	?
1.1.2.5.9.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Joan Kronebusch	●	?	
1.1.2.5.9.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Joan Kronebusch		?	
1.1.2.5.10: Bozeman CVB to target tour operators to bring group tours and packaged vacations to Montana.		Jim Robbins	?	?	?
1.1.2.5.10.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Jim Robbins	●	?	
1.1.2.5.11: Butte CVB to target tour operators to bring group tours and packaged vacations to Montana.		Cindy Perdue Dolan	?	?	?
1.1.2.5.11.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Cindy Perdue Dolan			✗
1.1.2.5.11.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Cindy Perdue Dolan			✓
1.1.2.5.12: Flathead CVB to target tour operators to bring group tours and packaged vacations to Montana.		Diane Medler	?	?	?
1.1.2.5.12.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Diane Medler	●	?	
1.1.2.5.12.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Diane Medler		?	
1.1.2.5.13: Great Falls CVB to target tour operators to bring group tours and packaged vacations to Montana.		Miriam Martinson	?	?	?
1.1.2.5.13.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Miriam Martinson	?	?	
1.1.2.5.13.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Miriam Martinson	?	?	
1.1.2.5.14: Helena CVB to target tour operators to bring group tours and packaged vacations to Montana.		Mike Mergenthaler	?	?	?
1.1.2.5.14.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	Tactic	Mike Mergenthaler	?	?	
1.1.2.5.14.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	Tactic	Mike Mergenthaler	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.2.5.15: Miles City CVB to target tour operators to bring group tours and packaged vacations to Montana.		John Laney	?	?	?
1.1.2.5.15.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	John Laney	?	?	
1.1.2.5.15.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	John Laney	?	?	
1.1.2.5.16: Missoula CVB to target tour operators to bring group tours and packaged vacations to Montana.		Barbara Ann Neilan	?	?	?
1.1.2.5.16.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.5.16.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.2.5.17: West Yellowstone CVB to target tour operators to bring group tours and packaged vacations to Montana.		Marysue Costello	?	?	?
1.1.2.5.17.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Marysue Costello			✓
1.1.2.5.17.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Marysue Costello			✓
1.1.2.5.18: Whitefish CVB to target tour operators to bring group tours and packaged vacations to Montana.		Jan Metzmaker	?	?	?
1.1.2.5.18.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Jan Metzmaker			✗
1.1.2.5.18.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Jan Metzmaker			✗
1.1.2.5.19: Havre CVB to target tour operators to bring group tours and packaged vacations to Montana.		Debbie A Vandeberg	?	?	?
1.1.2.5.19.1: Promote Montana as an off-peak season destination for group/package educational and experiential tours.	<i>Tactic</i>	Debbie A Vandeberg	?	?	
1.1.2.5.19.2: Focus on tour operators from the National Tour Association, American Bus Association, and Motorcoach Canada, as well as small independent/boutique tour operators.	<i>Tactic</i>	Debbie A Vandeberg	?	?	
1.1.3.2.8: Big Sky CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.		Marne Hayes	?	?	?
1.1.3.2.8.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.3.2.9: Billings CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.		Joan Kronebusch			🔄
1.1.3.2.9.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Joan Kronebusch	●	?	
1.1.3.2.10: Bozeman CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.		Jim Robbins	?	?	?
1.1.3.2.10.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Jim Robbins		?	
1.1.3.2.11: Butte CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.		Cindy Perdue Dolan	?	?	?
1.1.3.2.11.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.1.3.2.12: Flathead CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.		Diane Medler			✓
1.1.3.2.12.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Diane Medler			✓
1.1.3.2.13: Great Falls CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.		Miriam Martinson	?	?	?
1.1.3.2.13.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.3.2.14: Helena CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.		Mike Mergenthaler	?	?	?
1.1.3.2.14.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.1.3.2.15: Miles City CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.		John Laney	?	?	?
1.1.3.2.15.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	John Laney	?	?	
1.1.3.2.16: Missoula CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.		Barbara Ann Neilan	?	?	?
1.1.3.2.16.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.1.3.2.17: West Yellowstone CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.		Marysue Costello	?	?	?
1.1.3.2.17.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Marysue Costello			✓
1.1.3.2.18: Whitefish CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.		Jan Metzmaker	★	↑	L
1.1.3.2.18.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Jan Metzmaker			✓
1.1.3.2.18.2: WCVBhas incorporated elements of the brand into our travel planner,consumer show displays, website and all our collateral.	<i>Tactic</i>	Jan Metzmaker			✓

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.3.2.20: Havre CVB implement the new Montana tourism brand to enhance the state's image and message in priority markets.		Debbie A Vandeberg	?	?	?
1.1.3.2.20.1: Encourage tourism and recreation partners to incorporate the Montana brand into marketing efforts.	<i>Tactic</i>	Debbie A Vandeberg	?	?	
1.1.3.3.8: Big Sky CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Marne Hayes	?	?	?
1.1.3.3.9: Billings CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Joan Kronebusch	?	?	?
1.1.3.3.10: Bozeman CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Jim Robbins	?	?	?
1.1.3.3.11: Butte CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Cindy Perdue Dolan	?	?	?
1.1.3.3.12: Flathead CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Diane Medler			
1.1.3.3.13: Great Falls CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Miriam Martinson	?	?	?
1.1.3.3.14: Helena CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Mike Mergenthaler	?	?	?
1.1.3.3.15: Miles City CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		John Laney	?	?	?
1.1.3.3.16: Missoula CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Barbara Ann Neilan	?	?	?
1.1.3.3.17: West Yellowstone CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Marysue Costello	?	?	?
1.1.3.3.18: Whitefish CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Jan Metzmaker			
1.1.3.3.20: Havre CVB conduct educational workshops, presentations, and webinars to build marketing capacity and awareness, and showcase successes, among community and business partners.		Debbie A Vandeberg	?	?	?
1.1.4.3.8: Big Sky CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Marne Hayes	?	?	?
1.1.4.3.8.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.4.3.8.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.4.3.8.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Marne Hayes	?	?	
1.1.4.3.9: Billings CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Joan Kronebusch	?	?	?
1.1.4.3.9.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Joan Kronebusch			
1.1.4.3.9.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Joan Kronebusch			
1.1.4.3.9.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Joan Kronebusch			
1.1.4.3.10: Bozeman CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Jim Robbins	?	?	?
1.1.4.3.10.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Jim Robbins		?	
1.1.4.3.10.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Jim Robbins		?	
1.1.4.3.10.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Jim Robbins		?	
1.1.4.3.11: Butte CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Cindy Perdue Dolan	?	?	?
1.1.4.3.11.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.1.4.3.11.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.1.4.3.11.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Cindy Perdue Dolan			
1.1.4.3.12: Flathead CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Diane Medler			
1.1.4.3.12.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Diane Medler			
1.1.4.3.12.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Diane Medler			
1.1.4.3.12.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Diane Medler			
1.1.4.3.13: Great Falls CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Miriam Martinson	?	?	?
1.1.4.3.13.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.4.3.13.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	<i>Tactic</i>	Miriam Martinson	?	?	
1.1.4.3.13.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	<i>Tactic</i>	Miriam Martinson	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.1.4.3.14: Helena CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Mike Mergenthaler	?	?	?
1.1.4.3.14.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	Tactic	Mike Mergenthaler	?	?	
1.1.4.3.14.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	Mike Mergenthaler	?	?	
1.1.4.3.14.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	Mike Mergenthaler	?	?	
1.1.4.3.15: Miles City CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		John Laney	?	?	?
1.1.4.3.15.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	Tactic	John Laney	?	?	
1.1.4.3.15.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	John Laney	?	?	
1.1.4.3.15.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	John Laney	?	?	
1.1.4.3.16: Missoula CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Barbara Ann Neilan	?	?	?
1.1.4.3.16.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	Tactic	Barbara Ann Neilan	?	?	
1.1.4.3.16.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	Barbara Ann Neilan	?	?	
1.1.4.3.16.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	Barbara Ann Neilan	?	?	
1.1.4.3.17: West Yellowstone CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Marysue Costello	?	?	?
1.1.4.3.17.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	Tactic	Marysue Costello			✓
1.1.4.3.17.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	Marysue Costello			✓
1.1.4.3.17.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	Marysue Costello			✓
1.1.4.3.18: Whitefish CVB provide advanced training for Visitor Information Centers (VICs) in its area, including familiarization tours for state/federal/regional/tribal/local information staff and volunteers.		Jan Metzmaker		→	✓
1.1.4.3.18.1: Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent.	Tactic	Jan Metzmaker		?	
1.1.4.3.18.2: VICs should coordinate hours/seasons of operation, and consolidate services where possible.	Tactic	Jan Metzmaker		?	
1.1.4.3.18.3: MT VICs utilize training resources such as Montana Superhost and the National Association of Interpretation.	Tactic	Jan Metzmaker		?	
1.2.1.8: Big Sky CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Marne Hayes	?	?	?
1.2.1.8.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Marne Hayes	?	?	
1.2.1.8.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Marne Hayes	?	?	
1.2.1.9: Billings CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Joan Kronebusch			✗
1.2.1.9.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Joan Kronebusch		?	
1.2.1.9.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Joan Kronebusch		?	
1.2.1.10: Bozeman CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Jim Robbins	?	?	?
1.2.1.10.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Jim Robbins		?	
1.2.1.10.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Jim Robbins		?	
1.2.1.11: Butte CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Cindy Perdue Dolan	?	?	?
1.2.1.11.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Cindy Perdue Dolan	?	?	
1.2.1.11.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Cindy Perdue Dolan	?	?	
1.2.1.12: Flathead CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Diane Medler			✓
1.2.1.12.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Diane Medler			✓
1.2.1.12.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Diane Medler		?	
1.2.1.13: Great Falls CVB build awareness through publicity efforts about the new Montana Tourism		Miriam Martinson	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.					
1.2.1.13.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Miriam Martinson	?	?	
1.2.1.13.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Miriam Martinson	?	?	
1.2.1.14: Helena CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Mike Mergenthaler	?	?	?
1.2.1.14.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Mike Mergenthaler	?	?	
1.2.1.14.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Mike Mergenthaler	?	?	
1.2.1.15: Miles City CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		John Laney	?	?	?
1.2.1.15.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	John Laney	?	?	
1.2.1.15.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	John Laney	?	?	
1.2.1.16: Missoula CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Barbara Ann Neilan	?	?	?
1.2.1.16.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Barbara Ann Neilan	?	?	
1.2.1.16.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Barbara Ann Neilan	?	?	
1.2.1.17: West Yellowstone CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Marysue Costello	?	?	?
1.2.1.17.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Marysue Costello			✓
1.2.1.17.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Marysue Costello			✓
1.2.1.18: Whitefish CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Jan Metzmaker		→	M
1.2.1.18.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Jan Metzmaker		?	
1.2.1.18.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Jan Metzmaker			✗
1.2.1.21: Havre CVB build awareness through publicity efforts about the new Montana Tourism Charter, geotourism, tourism benefits/impacts, tourism and recreation partner initiatives, and allocation of lodging facility use taxes.		Debbie A Vandeberg			☹
1.2.1.21.1: Emphasize issues identified in citizen opinion research, how concerns/opportunities are being addressed, and show benefits to residents (e.g., jobs, taxes, support for State Parks).	Tactic	Debbie A Vandeberg	?	?	
1.2.1.21.2: Involve non-tourism groups in National Tourism Week activities, along with other events to build tourism awareness.	Tactic	Debbie A Vandeberg	?	?	
1.2.2.8: Big Sky CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Marne Hayes	?	?	?
1.2.2.8.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Marne Hayes	?	?	
1.2.2.8.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Marne Hayes	?	?	
1.2.2.8.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Marne Hayes	?	?	
1.2.2.8.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Marne Hayes	?	?	
1.2.2.9: Billings CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Joan Kronebusch			☹
1.2.2.9.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Joan Kronebusch		?	
1.2.2.9.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Joan Kronebusch		?	
1.2.2.9.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Joan Kronebusch		?	
1.2.2.9.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Joan Kronebusch			✗
1.2.2.10: Bozeman CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Jim Robbins	?	?	?
1.2.2.10.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Jim Robbins		?	
1.2.2.10.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Jim Robbins		?	
1.2.2.10.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Jim Robbins		?	
1.2.2.10.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Jim Robbins		?	
1.2.2.11: Butte CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Cindy Perdue Dolan	?	?	?
1.2.2.11.1: Distribute tourism data to local chambers of commerce and organization leaders to share with	Tactic	Cindy Perdue Dolan	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
members, constituents and elected officials.					
1.2.2.11.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Cindy Perdue Dolan	?	?	
1.2.2.11.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Cindy Perdue Dolan	?	?	
1.2.2.11.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Cindy Perdue Dolan			✓
1.2.2.12: Flathead CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Diane Medler			✓
1.2.2.12.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Diane Medler			✓
1.2.2.12.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Diane Medler			✓
1.2.2.12.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Diane Medler			✓
1.2.2.12.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Diane Medler			✓
1.2.2.13: Great Falls CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Miriam Martinson	?	?	?
1.2.2.13.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Miriam Martinson	?	?	
1.2.2.13.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Miriam Martinson	?	?	
1.2.2.13.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Miriam Martinson	?	?	
1.2.2.13.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Miriam Martinson	?	?	
1.2.2.14: Helena CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Mike Mergenthaler	?	?	?
1.2.2.14.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Mike Mergenthaler	?	?	
1.2.2.14.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Mike Mergenthaler	?	?	
1.2.2.14.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Mike Mergenthaler	?	?	
1.2.2.14.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Mike Mergenthaler	?	?	
1.2.2.15: Miles City CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		John Laney	?	?	?
1.2.2.15.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	John Laney	?	?	
1.2.2.15.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	John Laney	?	?	
1.2.2.15.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	John Laney	?	?	
1.2.2.15.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	John Laney	?	?	
1.2.2.16: Missoula CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Barbara Ann Neilan	?	?	?
1.2.2.16.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Barbara Ann Neilan	?	?	
1.2.2.16.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Barbara Ann Neilan	?	?	
1.2.2.16.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Barbara Ann Neilan	?	?	
1.2.2.16.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Barbara Ann Neilan	?	?	
1.2.2.17: West Yellowstone CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Marysue Costello	?	?	?
1.2.2.17.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Marysue Costello			✓
1.2.2.17.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Marysue Costello			✓
1.2.2.17.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Marysue Costello			✓
1.2.2.17.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Marysue Costello			✓
1.2.2.18: Whitefish CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Jan Metzmaker	?	?	?
1.2.2.18.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Jan Metzmaker		?	
1.2.2.18.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Jan Metzmaker		?	
1.2.2.18.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Jan Metzmaker			✓
1.2.2.18.4: Support the Travel Industry Association of Montana in sponsoring Tourism Day at the Legislature, and in measuring the impact of the event on legislators' awareness of tourism issues.	Tactic	Jan Metzmaker			✓
1.2.2.20: Havre CVB provide concise, visual briefings and presentations to policy makers and business groups about Montana tourism issues and benefits.		Debbie A Vandeberg	?	?	?
1.2.2.20.1: Distribute tourism data to local chambers of commerce and organization leaders to share with members, constituents and elected officials.	Tactic	Debbie A Vandeberg	?	?	
1.2.2.20.2: Conduct outreach at state, regional, and local meetings and events.	Tactic	Debbie A Vandeberg	?	?	
1.2.2.20.3: Send e-mail communications to elected officials and MTRI agency directors.	Tactic	Debbie A Vandeberg	?	?	
1.3.1.8: Big Sky CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Marne Hayes	?	?	?
1.3.1.8.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Marne Hayes	?	?	
1.3.1.8.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Marne Hayes	?	?	
1.3.1.8.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Marne Hayes	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.3.1.9: Billings CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Joan Kronebusch			
1.3.1.9.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Joan Kronebusch			
1.3.1.9.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Joan Kronebusch			
1.3.1.9.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Joan Kronebusch		?	
1.3.1.10: Bozeman CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Jim Robbins	?	?	?
1.3.1.10.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Jim Robbins		?	
1.3.1.10.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Jim Robbins		?	
1.3.1.10.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Jim Robbins		?	
1.3.1.11: Butte CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Cindy Perdue Dolan	?	?	?
1.3.1.11.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Cindy Perdue Dolan	?	?	
1.3.1.11.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Cindy Perdue Dolan	?	?	
1.3.1.11.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Cindy Perdue Dolan	?	?	
1.3.1.12: Flathead CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Diane Medler			
1.3.1.12.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Diane Medler		?	
1.3.1.12.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Diane Medler			
1.3.1.12.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Diane Medler		?	
1.3.1.13: Great Falls CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Miriam Martinson	?	?	?
1.3.1.13.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Miriam Martinson	?	?	
1.3.1.13.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Miriam Martinson	?	?	
1.3.1.13.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Miriam Martinson	?	?	
1.3.1.14: Helena CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Mike Mergenthaler	?	?	?
1.3.1.14.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Mike Mergenthaler	?	?	
1.3.1.14.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Mike Mergenthaler	?	?	
1.3.1.14.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Mike Mergenthaler	?	?	
1.3.1.15: Miles City CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		John Laney	?	?	?
1.3.1.15.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	John Laney	?	?	
1.3.1.15.2: Distribute responsible use materials at all visitor centers annually.	Tactic	John Laney	?	?	
1.3.1.15.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	John Laney	?	?	
1.3.1.16: Missoula CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Barbara Ann Neilan	?	?	?
1.3.1.16.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Barbara Ann Neilan	?	?	
1.3.1.16.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Barbara Ann Neilan	?	?	
1.3.1.16.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Barbara Ann Neilan	?	?	
1.3.1.17: West Yellowstone CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Marysue Costello	?	?	?
1.3.1.17.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Marysue Costello			
1.3.1.17.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Marysue Costello			
1.3.1.17.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Marysue Costello			
1.3.1.18: Whitefish CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Jan Metzmaker			
1.3.1.18.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Jan Metzmaker		?	
1.3.1.18.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Jan Metzmaker			
1.3.1.18.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Jan Metzmaker		?	
1.3.1.21: Havre CVB educate Montana visitors, suppliers, and residents about ethics and responsibilities on public and private lands, and use technology to encourage recreation in appropriate areas.		Debbie A Vandeberg	?	?	?
1.3.1.21.1: Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.	Tactic	Debbie A Vandeberg	?	?	
1.3.1.21.2: Distribute responsible use materials at all visitor centers annually.	Tactic	Debbie A Vandeberg	?	?	
1.3.1.21.3: Include GPS coordinates on trail maps to assist visitors.	Tactic	Debbie A Vandeberg	?	?	
1.3.2.8: Big Sky CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		Marne Hayes	?	?	?
1.3.2.8.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are	Tactic	Marne Hayes	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
appropriately aligned.					
1.3.2.8.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Marne Hayes	?	?	
1.3.2.9: Billings CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		Joan Kronebusch			
1.3.2.9.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Joan Kronebusch		?	
1.3.2.9.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Joan Kronebusch		?	
1.3.2.10: Bozeman CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		Jim Robbins	?	?	?
1.3.2.10.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Jim Robbins		?	
1.3.2.10.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Jim Robbins		?	
1.3.2.11: Butte CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		Cindy Perdue Dolan	?	?	?
1.3.2.11.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Cindy Perdue Dolan	?	?	
1.3.2.11.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Cindy Perdue Dolan	?	?	
1.3.2.12: Flathead CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		Diane Medler			
1.3.2.12.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Diane Medler			
1.3.2.12.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Diane Medler			
1.3.2.13: Great Falls CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		Miriam Martinson	?	?	?
1.3.2.13.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Miriam Martinson	?	?	
1.3.2.13.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Miriam Martinson	?	?	
1.3.2.14: Helena CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		Mike Mergenthaler	?	?	?
1.3.2.14.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Mike Mergenthaler	?	?	
1.3.2.14.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Mike Mergenthaler	?	?	
1.3.2.15: Miles City CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		John Laney	?	?	?
1.3.2.15.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	John Laney	?	?	
1.3.2.15.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	John Laney	?	?	
1.3.2.16: Missoula CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		Barbara Ann Neilan	?	?	?
1.3.2.16.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Barbara Ann Neilan	?	?	
1.3.2.16.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Barbara Ann Neilan	?	?	
1.3.2.17: West Yellowstone CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		Marysue Costello	?	?	?
1.3.2.17.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Marysue Costello			
1.3.2.17.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Marysue Costello			
1.3.2.18: Whitefish CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		Jan Metzmaker	?	?	?
1.3.2.18.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Jan Metzmaker		?	
1.3.2.18.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Jan Metzmaker		?	
1.3.2.21: Havre CVB coordinate local tourism marketing efforts with state/federal land management strategies, to ensure that promotion messages are consistent with public land uses and available facilities.		Debbie A Vandeberg	?	?	?
1.3.2.21.1: Identify capacity and maintenance challenges, and ensure that tourism marketing efforts are appropriately aligned.	Tactic	Debbie A Vandeberg	?	?	
1.3.2.21.2: Coordinate tourism marketing messages that incorporate an accurate and current status for availability of use, and appropriate types of recreation for public lands and related facilities.	Tactic	Debbie A Vandeberg	?	?	
1.4.1.1.1: Big Sky CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Marne Hayes	?	?	?
1.4.1.1.1.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Marne Hayes	?	?	
1.4.1.1.1.2: Use creative venue ideas for recruitment of conventions.	Tactic	Marne Hayes	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.4.1.1.2: Billings CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Joan Kronebusch	?	?	?
1.4.1.1.2.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Joan Kronebusch		?	
1.4.1.1.2.2: Use creative venue ideas for recruitment of conventions.	Tactic	Joan Kronebusch		?	
1.4.1.1.3: Bozeman CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Jim Robbins	?	?	?
1.4.1.1.3.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Jim Robbins		?	
1.4.1.1.3.2: Use creative venue ideas for recruitment of conventions.	Tactic	Jim Robbins		?	
1.4.1.1.4: Butte CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Cindy Perdue Dolan	?	?	?
1.4.1.1.4.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Cindy Perdue Dolan	?	?	
1.4.1.1.4.2: Use creative venue ideas for recruitment of conventions.	Tactic	Cindy Perdue Dolan			
1.4.1.1.5: Flathead CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Diane Medler			
1.4.1.1.5.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Diane Medler			
1.4.1.1.5.2: Use creative venue ideas for recruitment of conventions.	Tactic	Diane Medler		?	
1.4.1.1.6: Great Falls CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Miriam Martinson	?	?	?
1.4.1.1.6.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Miriam Martinson	?	?	
1.4.1.1.6.2: Use creative venue ideas for recruitment of conventions.	Tactic	Miriam Martinson	?	?	
1.4.1.1.7: Helena CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Mike Mergenthaler	?	?	?
1.4.1.1.7.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Mike Mergenthaler	?	?	
1.4.1.1.7.2: Use creative venue ideas for recruitment of conventions.	Tactic	Mike Mergenthaler	?	?	
1.4.1.1.8: Miles City CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		John Laney	?	?	?
1.4.1.1.8.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	John Laney	?	?	
1.4.1.1.8.2: Use creative venue ideas for recruitment of conventions.	Tactic	John Laney	?	?	
1.4.1.1.9: Missoula CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Barbara Ann Neilan	?	?	?
1.4.1.1.9.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Barbara Ann Neilan	?	?	
1.4.1.1.9.2: Use creative venue ideas for recruitment of conventions.	Tactic	Barbara Ann Neilan	?	?	
1.4.1.1.10: West Yellowstone CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Marysue Costello	?	?	?
1.4.1.1.10.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Marysue Costello			
1.4.1.1.10.2: Use creative venue ideas for recruitment of conventions.	Tactic	Marysue Costello			
1.4.1.1.11: Whitefish CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Jan Metzmaker		→	L
1.4.1.1.11.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Jan Metzmaker		?	
1.4.1.1.11.2: Use creative venue ideas for recruitment of conventions.	Tactic	Jan Metzmaker			
1.4.1.1.13: Havre CVB use local historical/cultural/tribal attractions as venues for conferences, events, and educational seminars.		Debbie A Vandeberg	?	?	?
1.4.1.1.13.1: Work cooperatively to use historic/cultural attractions, sites, and guided services as interesting venues for meeting and convention receptions/events, and to provide exposure and revenue for those attractions/services.	Tactic	Debbie A Vandeberg	?	?	
1.4.1.1.13.2: Use creative venue ideas for recruitment of conventions.	Tactic	Debbie A Vandeberg	?	?	
1.4.1.3: Enhance the online statewide calendar of arts/culture/historical/tribal events.		Corrie Hahn		→	L
1.5.1.1.7: Big Sky CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Marne Hayes	?	?	?
1.5.1.1.7.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Marne Hayes	?	?	
1.5.1.1.7.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Marne Hayes	?	?	
1.5.1.1.8: Billings CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Joan Kronebusch	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.5.1.1.8.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Joan Kronebusch		?	
1.5.1.1.8.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Joan Kronebusch		?	
1.5.1.1.9: Bozeman CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Jim Robbins	?	?	?
1.5.1.1.9.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Jim Robbins		?	
1.5.1.1.9.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Jim Robbins		?	
1.5.1.1.10: Butte CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Cindy Perdue Dolan	?	?	?
1.5.1.1.10.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Cindy Perdue Dolan	?	?	
1.5.1.1.10.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Cindy Perdue Dolan	?	?	
1.5.1.1.11: Flathead CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Diane Medler			✓
1.5.1.1.11.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Diane Medler			✓
1.5.1.1.11.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Diane Medler			✓
1.5.1.1.12: Great Falls CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Miriam Martinson	?	?	?
1.5.1.1.12.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Miriam Martinson	?	?	
1.5.1.1.12.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Miriam Martinson	?	?	
1.5.1.1.13: Helena CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Mike Mergenthaler	?	?	?
1.5.1.1.13.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Mike Mergenthaler	?	?	
1.5.1.1.13.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Mike Mergenthaler	?	?	
1.5.1.1.14: Miles City CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		John Laney	?	?	?
1.5.1.1.14.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	John Laney	?	?	
1.5.1.1.14.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	John Laney	?	?	
1.5.1.1.15: Missoula CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Barbara Ann Neilan	?	?	?
1.5.1.1.15.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Barbara Ann Neilan	?	?	
1.5.1.1.15.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Barbara Ann Neilan	?	?	
1.5.1.1.16: West Yellowstone CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Marysue Costello	?	?	?
1.5.1.1.16.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Marysue Costello			✓
1.5.1.1.16.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Marysue Costello			✓
1.5.1.1.17: Whitefish CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Jan Metzmaker		↑	L
1.5.1.1.17.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Jan Metzmaker		?	
1.5.1.1.17.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Jan Metzmaker		?	
1.5.1.1.18: Havre CVB create vacation packages and develop theme itineraries designed for off-peak season niche markets targeted by promotion efforts.		Debbie A Vandenberg	?	?	?
1.5.1.1.18.1: Package lodging with attractions, activities, events, meals, and transportation, focusing on off-peak season niche markets targeted by state/regional marketing efforts.	Tactic	Debbie A Vandenberg	?	?	
1.5.1.1.18.2: Promote packages through tourism web sites, e-letters, podcasts, visitor centers, etc.	Tactic	Debbie A Vandenberg	?	?	
1.5.1.2.7: Big Sky CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Marne Hayes	?	?	?
1.5.1.2.7.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Marne Hayes	?	?	
1.5.1.2.7.2: Package and promote to targeted resident and nonresident markets.	Tactic	Marne Hayes	?	?	
1.5.1.2.7.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	Marne Hayes	?	?	
1.5.1.2.8: Billings CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Joan Kronebusch			✓
1.5.1.2.8.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Joan Kronebusch			✓
1.5.1.2.8.2: Package and promote to targeted resident and nonresident markets.	Tactic	Joan Kronebusch			✓
1.5.1.2.8.3: Include a fam tour of winter activities at region meetings and VIC workshops.	Tactic	Joan Kronebusch			✓
1.5.1.2.9: Bozeman CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Jim Robbins	?	?	?
1.5.1.2.9.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	Tactic	Jim Robbins		?	
1.5.1.2.9.2: Package and promote to targeted resident and nonresident markets.	Tactic	Jim Robbins		?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.5.1.2.9.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Jim Robbins		?	
1.5.1.2.10: Butte CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Cindy Perdue Dolan	?	?	?
1.5.1.2.10.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.5.1.2.10.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.5.1.2.10.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.5.1.2.11: Flathead CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Diane Medler			✓
1.5.1.2.11.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Diane Medler			✓
1.5.1.2.11.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Diane Medler			✓
1.5.1.2.11.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Diane Medler		?	
1.5.1.2.12: Great Falls CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Miriam Martinson	?	?	?
1.5.1.2.12.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Miriam Martinson	?	?	
1.5.1.2.12.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Miriam Martinson	?	?	
1.5.1.2.12.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Miriam Martinson	?	?	
1.5.1.2.13: Helena CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Mike Mergenthaler	?	?	?
1.5.1.2.13.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.2.13.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.2.13.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.5.1.2.14: Miles City CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		John Laney	?	?	?
1.5.1.2.14.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	John Laney	?	?	
1.5.1.2.14.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	John Laney	?	?	
1.5.1.2.14.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	John Laney	?	?	
1.5.1.2.15: Missoula CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Barbara Ann Neilan	?	?	?
1.5.1.2.15.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.2.15.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.2.15.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.5.1.2.16: West Yellowstone CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Marysue Costello	?	?	?
1.5.1.2.16.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Marysue Costello			✓
1.5.1.2.16.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Marysue Costello			✓
1.5.1.2.16.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Marysue Costello			✓
1.5.1.2.17: Whitefish CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Jan Metzmaker		↑	L
1.5.1.2.17.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Jan Metzmaker		?	
1.5.1.2.17.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Jan Metzmaker			✓
1.5.1.2.17.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Jan Metzmaker			✓
1.5.1.2.19: Havre CVB expand winter tourism products/activities to draw visitors (spas, arts/culture, learning vacations, tribal activities).		Debbie A Vandenberg			☹
1.5.1.2.19.1: Identify opportunities to increase indoor and outdoor winter activities, such as ice skating/fishing, snowshoeing, dog sledding, hot springs, arts/cultural/historical events and attractions, etc.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.5.1.2.19.2: Package and promote to targeted resident and nonresident markets.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.5.1.2.19.3: Include a fam tour of winter activities at region meetings and VIC workshops.	<i>Tactic</i>	Debbie A Vandenberg	?	?	
1.5.1.3.8: Big Sky CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Marne Hayes	?	?	?
1.5.1.3.8.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.3.8.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.3.8.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	<i>Tactic</i>	Marne Hayes	?	?	
1.5.1.3.9: Billings CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Joan Kronebusch			☹

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.5.1.3.9.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Joan Kronebusch		?	
1.5.1.3.9.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Joan Kronebusch			
1.5.1.3.9.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Joan Kronebusch		?	
1.5.1.3.10: Bozeman CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Jim Robbins	?	?	?
1.5.1.3.10.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Jim Robbins		?	
1.5.1.3.10.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Jim Robbins		?	
1.5.1.3.10.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Jim Robbins		?	
1.5.1.3.11: Butte CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Cindy Perdue Dolan	?	?	?
1.5.1.3.11.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Cindy Perdue Dolan	?	?	
1.5.1.3.11.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Cindy Perdue Dolan	?	?	
1.5.1.3.11.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Cindy Perdue Dolan	?	?	
1.5.1.3.12: Flathead CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Diane Medler	?	?	?
1.5.1.3.12.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Diane Medler			
1.5.1.3.12.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Diane Medler			
1.5.1.3.12.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Diane Medler		?	
1.5.1.3.13: Great Falls CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Miriam Martinson	?	?	?
1.5.1.3.13.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Miriam Martinson	?	?	
1.5.1.3.13.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Miriam Martinson	?	?	
1.5.1.3.13.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Miriam Martinson	?	?	
1.5.1.3.14: Helena CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Mike Mergenthaler	?	?	?
1.5.1.3.14.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Mike Mergenthaler	?	?	
1.5.1.3.14.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Mike Mergenthaler	?	?	
1.5.1.3.14.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Mike Mergenthaler	?	?	
1.5.1.3.15: Miles City CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		John Laney	?	?	?
1.5.1.3.15.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	John Laney	?	?	
1.5.1.3.15.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	John Laney	?	?	
1.5.1.3.15.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	John Laney	?	?	
1.5.1.3.16: Missoula CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Barbara Ann Neilan	?	?	?
1.5.1.3.16.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Barbara Ann Neilan	?	?	
1.5.1.3.16.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Barbara Ann Neilan	?	?	
1.5.1.3.16.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Barbara Ann Neilan	?	?	
1.5.1.3.17: West Yellowstone CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Marysue Costello	?	?	?
1.5.1.3.17.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Marysue Costello			
1.5.1.3.17.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Marysue Costello			
1.5.1.3.17.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Marysue Costello			
1.5.1.3.18: Whitefish CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Jan Metzmaker			L
1.5.1.3.18.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Jan Metzmaker		?	
1.5.1.3.18.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Jan Metzmaker		?	
1.5.1.3.18.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Jan Metzmaker		?	
1.5.1.3.20: Havre CVB encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences.		Debbie A Vandeberg			
1.5.1.3.20.1: Promote farmers' markets and Made/Grown-in-Montana programs through travel guides and web sites, and at VICs.	Tactic	Debbie A Vandeberg	?	?	
1.5.1.3.20.2: Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.	Tactic	Debbie A Vandeberg	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.5.1.3.20.3: Ask restaurants to use local products for tourism meetings, workshops, etc.	Tactic	Debbie A Vandeberg	?	?	
1.6.1.1.2: Big Sky CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Marne Hayes	?	?	?
1.6.1.1.2.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	Tactic	Marne Hayes	?	?	
1.6.1.1.3: Billings CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Joan Kronebusch			✓
1.6.1.1.3.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	Tactic	Joan Kronebusch			✓
1.6.1.1.4: Bozeman CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Jim Robbins	?	?	?
1.6.1.1.4.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	Tactic	Jim Robbins		?	
1.6.1.1.5: Butte CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Cindy Perdue Dolan	?	?	?
1.6.1.1.5.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	Tactic	Cindy Perdue Dolan	?	?	
1.6.1.1.6: Flathead CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Diane Medler			
1.6.1.1.6.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	Tactic	Diane Medler		?	
1.6.1.1.7: Great Falls CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Miriam Martinson	?	?	?
1.6.1.1.7.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	Tactic	Miriam Martinson	?	?	
1.6.1.1.8: Helena CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Mike Mergenthaler	?	?	?
1.6.1.1.8.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	Tactic	Mike Mergenthaler	?	?	
1.6.1.1.9: Miles City CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		John Laney	?	?	?
1.6.1.1.9.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	Tactic	John Laney	?	?	
1.6.1.1.10: Missoula CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Barbara Ann Neilan	?	?	?
1.6.1.1.10.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	Tactic	Barbara Ann Neilan	?	?	
1.6.1.1.11: West Yellowstone CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Marysue Costello	?	?	?
1.6.1.1.11.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	Tactic	Marysue Costello			✗
1.6.1.1.12: Whitefish CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Jan Metzmaker		→	M
1.6.1.1.12.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	Tactic	Jan Metzmaker			✓
1.6.1.1.13: Havre CVB join either Destination Marketing Assoc. International (DMAI) or the Western Assoc. of CVBs (WACVB) to implement standards, procedures and performance reporting, staff certification, CVB accreditation.		Debbie A Vandeberg			
1.6.1.1.13.1: Include DMAI (www.iacvb.org) or WACVB (www.wacvb.com) membership fees in CVB marketing budgets.	Tactic	Debbie A Vandeberg	?	?	
1.7.1.1: Big Sky CVB increase air service capacity to and from Montana cities.		Marne Hayes	?	?	?
1.7.1.1.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	Marne Hayes	?	?	
1.7.1.1.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	Marne Hayes	?	?	
1.7.1.1.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	Marne Hayes	?	?	
1.7.1.2: Billings CVB increase air service capacity to and from Montana cities.		Joan Kronebusch	?	?	?
1.7.1.2.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	Joan Kronebusch		?	
1.7.1.2.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	Joan Kronebusch		?	
1.7.1.2.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	Joan Kronebusch			✗
1.7.1.3: Bozeman CVB increase air service capacity to and from Montana cities.		Jim Robbins	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.7.1.3.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	Jim Robbins	○	?	
1.7.1.3.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	Jim Robbins	○	?	
1.7.1.3.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	Jim Robbins			✗
1.7.1.4: Butte CVB increase air service capacity to and from Montana cities.	○	Cindy Perdue Dolan	?	?	?
1.7.1.4.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	Cindy Perdue Dolan	?	?	
1.7.1.4.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	Cindy Perdue Dolan	○	?	
1.7.1.4.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	Cindy Perdue Dolan	?	?	
1.7.1.5: Flathead CVB increase air service capacity to and from Montana cities.	○	Diane Medler	?	?	?
1.7.1.5.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	Diane Medler			✓
1.7.1.5.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	Diane Medler			✓
1.7.1.5.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	Diane Medler			✗
1.7.1.6: Great Falls CVB increase air service capacity to and from Montana cities.	○	Miriam Martinson	?	?	?
1.7.1.6.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	Miriam Martinson	?	?	
1.7.1.6.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	Miriam Martinson	?	?	
1.7.1.6.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	Miriam Martinson	?	?	
1.7.1.7: Helena CVB increase air service capacity to and from Montana cities.	○	Mike Mergenthaler	?	?	?
1.7.1.7.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	Mike Mergenthaler	?	?	
1.7.1.7.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	Mike Mergenthaler	?	?	
1.7.1.7.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	Mike Mergenthaler	?	?	
1.7.1.8: Miles City CVB increase air service capacity to and from Montana cities.	○	John Laney	?	?	?
1.7.1.8.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	John Laney	?	?	
1.7.1.8.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	John Laney	?	?	
1.7.1.8.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	John Laney	?	?	
1.7.1.9: Missoula CVB increase air service capacity to and from Montana cities.	○	Barbara Ann Neilan	?	?	?
1.7.1.9.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	Barbara Ann Neilan	?	?	
1.7.1.9.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	Barbara Ann Neilan	?	?	
1.7.1.9.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	Barbara Ann Neilan	?	?	
1.7.1.10: West Yellowstone CVB increase air service capacity to and from Montana cities.	○	Marysue Costello	?	?	?
1.7.1.10.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	Marysue Costello			✓
1.7.1.10.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	Marysue Costello			✓
1.7.1.10.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	Marysue Costello			✓
1.7.1.11: Whitefish CVB increase air service capacity to and from Montana cities.	○	Jan Metzmaker	○	→	M
1.7.1.11.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	Jan Metzmaker			✓
1.7.1.11.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	Jan Metzmaker	○	?	
1.7.1.11.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	Jan Metzmaker			✗
1.7.1.13: Havre CVB increase air service capacity to and from Montana cities.	✓	Debbie A Vandeberg	?	?	?
1.7.1.13.1: Encourage tourism stakeholders to participate in air service discussions, and to meet with airlines about frequency, flight schedules, and year-round service.	Tactic	Debbie A Vandeberg	?	?	
1.7.1.13.2: Partner with cities, counties, local task forces, and economic development organizations to secure additional airline service.	Tactic	Debbie A Vandeberg	?	?	
1.7.1.13.3: Collaborate with the Recreational Aviation Foundation to preserve existing airstrips and create new public use recreational airstrips.	Tactic	Debbie A Vandeberg	?	?	
1.9.2.8: Big Sky CVB foster opportunities to pool public and private marketing dollars.	○	Marne Hayes	?	?	?
1.9.2.8.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Marne Hayes	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.9.2.8.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Marne Hayes	?	?	
1.9.2.9: Billings CVB foster opportunities to pool public and private marketing dollars.		Joan Kronebusch	?	?	?
1.9.2.9.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Joan Kronebusch		?	
1.9.2.9.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Joan Kronebusch		?	
1.9.2.10: Bozeman CVB foster opportunities to pool public and private marketing dollars.		Jim Robbins	?	?	?
1.9.2.10.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Jim Robbins		?	
1.9.2.10.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Jim Robbins		?	
1.9.2.11: Butte CVB foster opportunities to pool public and private marketing dollars.		Cindy Perdue Dolan	?	?	?
1.9.2.11.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Cindy Perdue Dolan	?	?	
1.9.2.11.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Cindy Perdue Dolan	?	?	
1.9.2.12: Flathead CVB foster opportunities to pool public and private marketing dollars.		Diane Medler			✓
1.9.2.12.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Diane Medler			✓
1.9.2.12.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Diane Medler			✓
1.9.2.13: Great Falls CVB foster opportunities to pool public and private marketing dollars.		Miriam Martinson	?	?	?
1.9.2.13.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Miriam Martinson	?	?	
1.9.2.13.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Miriam Martinson	?	?	
1.9.2.14: Helena CVB foster opportunities to pool public and private marketing dollars.		Mike Mergenthaler	?	?	?
1.9.2.14.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Mike Mergenthaler	?	?	
1.9.2.14.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Mike Mergenthaler	?	?	
1.9.2.15: Miles City CVB foster opportunities to pool public and private marketing dollars.		John Laney	?	?	?
1.9.2.15.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	John Laney	?	?	
1.9.2.15.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	John Laney	?	?	
1.9.2.16: Missoula CVB foster opportunities to pool public and private marketing dollars.		Barbara Ann Neilan	?	?	?
1.9.2.16.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Barbara Ann Neilan	?	?	
1.9.2.16.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Barbara Ann Neilan	?	?	
1.9.2.17: West Yellowstone CVB foster opportunities to pool public and private marketing dollars.		Marysue Costello	?	?	?
1.9.2.17.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Marysue Costello			✓
1.9.2.17.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Marysue Costello			✓
1.9.2.18: Whitefish CVB foster opportunities to pool public and private marketing dollars.		Jan Metzmaker	★	↑	L
1.9.2.18.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Jan Metzmaker		?	
1.9.2.18.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Jan Metzmaker		?	
1.9.2.19: Havre CVB foster opportunities to pool public and private marketing dollars.		Debbie A Vandeberg	?	?	?
1.9.2.19.1: Coordinate the marketing efforts of Travel Montana, regions, CVBs, businesses and attractions to pool marketing dollars and leverage lodging tax funds for higher impact.	Tactic	Debbie A Vandeberg	?	?	
1.9.2.19.2: Clearly define marketing strategies, funding needed annually, and methods for measuring ROI.	Tactic	Debbie A Vandeberg	?	?	
1.9.3.7: Big Sky CVB enhance funding for CVB marketing efforts.		Marne Hayes	?	?	?
1.9.3.7.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Marne Hayes	?	?	
1.9.3.7.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Marne Hayes	?	?	
1.9.3.7.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	Tactic	Marne Hayes	?	?	
1.9.3.8: Billings CVB enhance funding for CVB marketing efforts.		Joan Kronebusch	?	?	?
1.9.3.8.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	Tactic	Joan Kronebusch		?	
1.9.3.8.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	Tactic	Joan Kronebusch		?	
1.9.3.8.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	Tactic	Joan Kronebusch		?	
1.9.3.9: Bozeman CVB enhance funding for CVB marketing efforts.		Jim Robbins	?	?	?

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.9.3.9.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Jim Robbins		?	
1.9.3.9.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Jim Robbins		?	
1.9.3.9.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Jim Robbins		?	
1.9.3.10: Butte CVB enhance funding for CVB marketing efforts.		Cindy Perdue Dolan	?	?	?
1.9.3.10.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.9.3.10.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.9.3.10.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Cindy Perdue Dolan		?	
1.9.3.11: Flathead CVB enhance funding for CVB marketing efforts.		Diane Medler			✓
1.9.3.11.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Diane Medler			✓
1.9.3.11.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Diane Medler			✓
1.9.3.11.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Diane Medler			✓
1.9.3.12: Great Falls CVB enhance funding for CVB marketing efforts.		Miriam Martinson	?	?	?
1.9.3.12.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Miriam Martinson	?	?	
1.9.3.12.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Miriam Martinson	?	?	
1.9.3.12.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Miriam Martinson		?	
1.9.3.13: Helena CVB enhance funding for CVB marketing efforts.		Mike Mergenthaler	?	?	?
1.9.3.13.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.9.3.13.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.9.3.13.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.9.3.14: Miles City CVB enhance funding for CVB marketing efforts.		John Laney	?	?	?
1.9.3.14.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	John Laney	?	?	
1.9.3.14.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	John Laney	?	?	
1.9.3.14.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	John Laney	?	?	
1.9.3.15: Missoula CVB enhance funding for CVB marketing efforts.		Barbara Ann Neilan	?	?	?
1.9.3.15.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.9.3.15.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.9.3.15.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.9.3.16: West Yellowstone CVB enhance funding for CVB marketing efforts.		Marysue Costello	?	?	?
1.9.3.16.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Marysue Costello			✓
1.9.3.16.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Marysue Costello			✓
1.9.3.16.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Marysue Costello			✓
1.9.3.17: Whitefish CVB enhance funding for CVB marketing efforts.		Jan Metzmaker	?	?	?
1.9.3.17.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Jan Metzmaker		?	
1.9.3.17.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Jan Metzmaker			✓
1.9.3.17.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Jan Metzmaker			✗
1.9.3.18: Havre CVB enhance funding for CVB marketing efforts.		Debbie A Vandeberg	?	?	?
1.9.3.18.1: Strengthen capacity by building partnerships with private, public, tribal and nonprofit organizations to address regional and local issues related to tourism and recreation.	<i>Tactic</i>	Debbie A Vandeberg	?	?	
1.9.3.18.2: Jointly seek grants with economic development and/or nonprofit organizations for cooperative projects.	<i>Tactic</i>	Debbie A Vandeberg	?	?	
1.9.3.18.3: CVBs evaluate the use of the Tourism Business Improvement District (TBID) funding option to enhance operations and marketing budgets.	<i>Tactic</i>	Debbie A Vandeberg	?	?	
1.10.2.7: Big Sky CVB create public/private/tribal partnerships for cooperative project implementation.		Marne Hayes	?	?	?
1.10.2.7.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Marne Hayes	?	?	

Objective, Strategy, or Tactic	Creation Status	Owner	Review Status		
1.10.2.8: Billings CVB create public/private/tribal partnerships for cooperative project implementation.		Joan Kronebusch			✓
1.10.2.8.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Joan Kronebusch		?	
1.10.2.9: Bozeman CVB create public/private/tribal partnerships for cooperative project implementation.		Jim Robbins	?	?	?
1.10.2.9.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Jim Robbins		?	
1.10.2.10: Butte CVB create public/private/tribal partnerships for cooperative project implementation.		Cindy Perdue Dolan	?	?	?
1.10.2.10.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Cindy Perdue Dolan	?	?	
1.10.2.11: Flathead CVB create public/private/tribal partnerships for cooperative project implementation.		Diane Medler			✓
1.10.2.11.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Diane Medler			✓
1.10.2.12: Great Falls CVB create public/private/tribal partnerships for cooperative project implementation.		Miriam Martinson	?	?	?
1.10.2.12.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Miriam Martinson	?	?	
1.10.2.13: Helena CVB create public/private/tribal partnerships for cooperative project implementation.		Mike Mergenthaler	?	?	?
1.10.2.13.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Mike Mergenthaler	?	?	
1.10.2.14: Miles City CVB create public/private/tribal partnerships for cooperative project implementation.		John Laney	?	?	?
1.10.2.14.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	John Laney	?	?	
1.10.2.15: Missoula CVB create public/private/tribal partnerships for cooperative project implementation.		Barbara Ann Neilan	?	?	?
1.10.2.15.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Barbara Ann Neilan	?	?	
1.10.2.16: West Yellowstone CVB create public/private/tribal partnerships for cooperative project implementation.		Marysue Costello	?	?	?
1.10.2.16.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Marysue Costello			✓
1.10.2.17: Whitefish CVB create public/private/tribal partnerships for cooperative project implementation.		Jan Metzmaker		↑	L
1.10.2.17.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Jan Metzmaker		?	
1.10.2.21: Havre CVB create public/private/tribal partnerships for cooperative project implementation.		Debbie A Vandeberg	?	?	?
1.10.2.21.1: Identify ways that respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.	<i>Tactic</i>	Debbie A Vandeberg	?	?	

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